Telework – A Guide to Best Practices

COTS Mobile Workforce Workgroup (MWW)

Commonwealth of Virginia
Council on Technology Services
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Mobile Workforce Workgroup

Charter (July 2006)

"… make it easier for … government managers to implement mobile workforce programs"
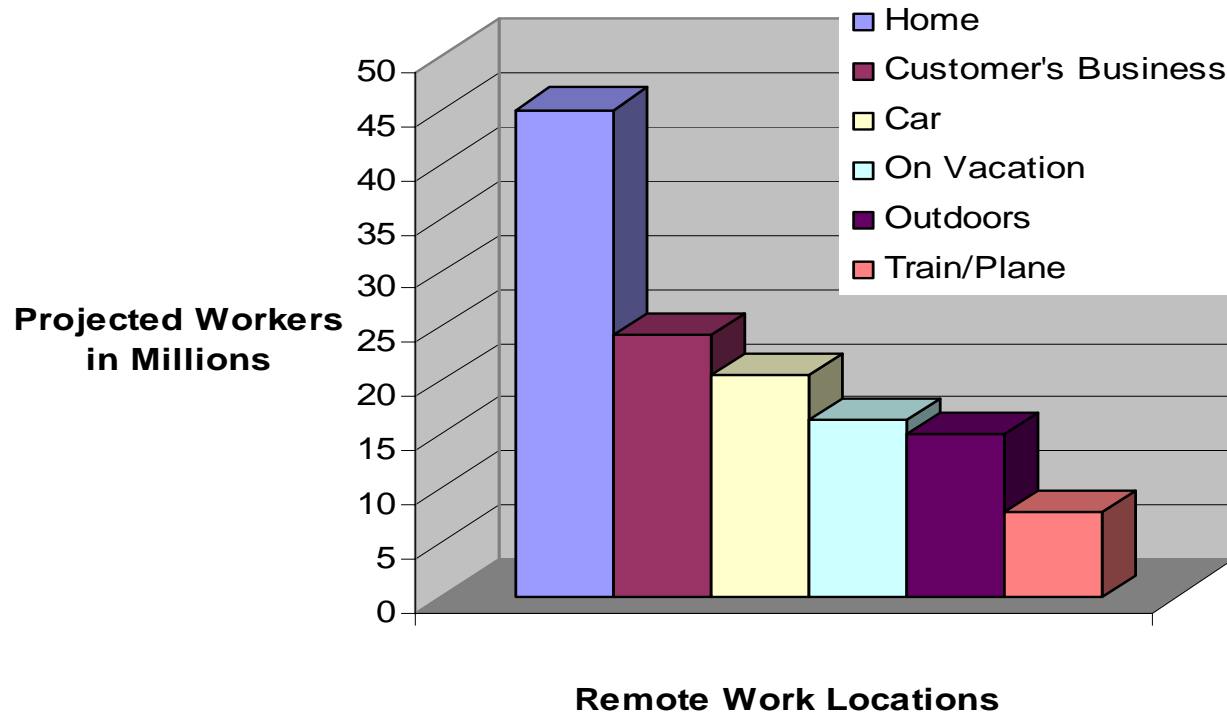
Deliverable

Best practices white paper

Focus

Business rules, technology enablers, program performance measurement

American Workers Are Mobile…

Where did you work in the past month?

Survey results from Dieringer Research
Group 2005 American Interactive
Consumer Survey.

… And Becoming More Mobile

- From 2003 to 2004
  - Teleworkers up 7.5%
  - *Routine* teleworkers up 2.6%
  - Teleworkers with broadband up 84%

    (Dieringer Research Group 2004 Survey)

- In 2006, 41% of federal government employees surveyed indicated they telework, up from 19% in 2005   *(2006 CDW-G Federal Telework Report)*

Why Telework?

- Second only to salary as the best way to attract top talent *(Robert Half International)*

- AT&T - saves $150 million annually (productivity, real estate, and employee retention) *(AT&T 2002 – 2003 Telework Survey)*

- Maryland DOT – teleworkers 27% more productive (*The Telework Coalition)*

- JD Edwards – teleworkers up to 25% more productive *(Chicago Sun Times)*

- The U.S. Department of Treasury – saves $100,000 annually in leased office space *(GovExec.com)*

Why Telework in Virginia?

- Improved workforce management
  - Recruitment/retention
  - Employee morale and job satisfaction
  - New sources of labor

- Continuity of operations

- Reduction in commuter traffic

- Economic development in underserved regions

- Reduction in facilities expenses

Telework Challenges in Virginia

- Management resistance
- Managing the telework program
- Information protection
- Technology support
- Funding
- Training
- Managing operations by results

Best Practices – Business Rules

- Spend the *right* time designing the *right* program; start with a pilot

- Identify the roles best suited for remote work

- Create formal telework agreements

- Provide appropriate training and support

- Communicate progress and results

- Leverage telework for continuity of operations

- Manage by what gets done, not by what you can observe

Best Practices – Technology Enablers

- Provide the right technology tools <u>and</u> the right technology support
    - A secure technology environment is required that allows the teleworker to do their job just like when they are at the office

Best Practices – Program Measurement

- First determine the desired business outcomes…

- Then identify the appropriate metrics to measure program success
  - Productivity
  - Operating costs
  - Employee morale
  - Employee recruitment and retention
  - Community concerns, like traffic congestion

Resource Guide

Category	Description	Resources
Expected Benefits	Sites which define expected benefits, costs and reasons for implementing telework	**http://www.commuterchallenge.org/costbenefit.html** **http:/ www.teleworkarizona.com/telefiles/program.htm** **http:/ www.teleworkarizona.com/telefiles/telework.htm**
Teleworker Agreements	Sites which document telework agreements	**http://www.telcoa.org/id60.htm** **http://www.drcog.org/documents/Sample%20Teleworker%20Agreement.pdf** **http://www.teleworkarizona.com/Handbook/prototype.htm#Sample%20trial%20action%20plan** **http://www.virginia.gov/psg/resource/A129_FORMS22.html** **http://www.dhrm.virginia.gov/statefrm/wkagree1_61.pdf**
Policies	Sites which document organization policies	**http://www.telework.gov/agencies.asp** **http://www.teleworkarizona.com/telefiles/policies.htm** **http://www.dhrm.state.va.us/hrpolicy/policy/telecommute1_61.pdf**
Others		

Resource Guide Topics

Expected Benefits

Agreements

Policies

Training

FAQs

Work Guidelines

Recommended Resources

Home Safety

Technology

Newsletters

Security

Evaluations

Handbooks

COTS MWW Recommendations

- **Business Rules**
  - Provide training for managers and teleworkers
  - Update the Commonwealth's Telework Policy
  - Anticipate mobile workers in facility space planning
  - Utilize savings from telework to promote telework
  - Require key leaders to occasionally telecommute
    - Supports continuity of operations plan (COOP)
  - Create a statewide telework advisory committee

COTS MWW Recommendations

- **Technology Enablers**
  - Define a standard technology toolset for remote access
  - Provide a robust collaboration toolset
  - Provide appropriate support for remote workers
  - Ensure input from business owners

- **Program Measurement**
  - Provide a telework program performance dashboard
  - Emphasize outcome-based performance measures

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